

**CITY OF LODI
INFORMAL INFORMATIONAL MEETING
"SHIRTSLEEVE" SESSION
CARNEGIE FORUM, 305 WEST PINE STREET
TUESDAY, JANUARY 28, 2003**

An Informal Informational Meeting ("Shirtsleeve" Session) of the Lodi City Council was held Tuesday, January 28, 2003, commencing at 7:04 a.m.

A. ROLL CALL

Present: Council Members – Beckman, Hansen, Howard, Land, and Mayor Hitchcock
(arrived at 7:06 a.m.)

Absent: Council Members – None

Also Present: Deputy City Manager Keeter, City Attorney Hays, and City Clerk Blackston

B. CITY COUNCIL CALENDAR UPDATE

City Clerk Blackston reviewed the weekly calendar (filed).

SPECIAL CLOSED SESSION MEETING OF THE CITY COUNCIL

At 7:07 a.m., Mayor Hitchcock adjourned the Shirtsleeve Session to a Special Closed Session meeting of the City Council (NOTE: refer to the Special meeting minutes of January 28, 2003).

At 7:32 a.m., Mayor Hitchcock reconvened the Shirtsleeve Session.

C. TOPIC(S)

C-1 "Discussion regarding City Council goals and objectives"

Deputy City Manager Keeter recalled that at the January 21 Shirtsleeve Session staff reviewed the City's 5 major goals and 16 objectives. Ms. Keeter suggested that the current goals and objectives be maintained and that major changes not be made on the grounds that they are:

- still relevant;
- general enough to allow flexibility;
- specific enough to give guidance and direction; and
- provide Council, staff, and the community with a "roadmap of where the City is going."

Mayor Hitchcock distributed a revised list of City goals and objectives (filed). She noted that a goal of "attract, retain, and invest in a quality City workforce" had been previously adopted; however, it was not included in staff's report.

Ms. Keeter thought that it had been incorporated into goal 3 "ensure an efficient and productive City organization."

Mayor Pro Tempore Howard and Council Members Beckman and Hansen voiced support for the format of the Mayor's list of goals and objectives.

Ms. Keeter suggested that "provide paramedic services" would be more appropriately listed as a highest priority project, rather than an objective, to which Mayor Hitchcock agreed.

Mayor Hitchcock and Council Members Land, Hansen, and Beckman voiced support for the idea of conducting a public opinion survey.

NOTE: Council Member Land left the meeting at 8:02 a.m.

Continued January 28, 2003

Mayor Pro Tempore Howard, Ms. Keeter, and Tony Goehring, Economic Development Coordinator, emphasized the importance of retaining the goal "develop the Lodi economy," to which Mayor Hitchcock and Council Member Hansen concurred.

Further discussion ensued regarding amendments to the Mayor's list of Council goals and objectives, which were agreed upon by Council and then summarized as follows by Finance Director McAthie:

The major goals of the City of Lodi are to ensure:

- **A high quality of life and safe environment**
 1. Maintain City's sense of community
 2. Provide for a balanced community
 3. Provide resources to maintain City's infrastructure
 4. Promote urban forestry
 5. Encourage public art, cultural and recreational opportunities
 6. Provide appropriate and sufficient City facilities
 7. Continue to use partnerships and alliances to advance City's objectives
- **An efficient and productive City organization**
 1. Develop short- and long-range operational plans
 2. Develop effective records management program
 3. Develop policies which provide timely and competent customer service
 4. Enhance access to information through technology by implementation of an information systems strategic plan
 5. Provide employee training and education
 6. Evaluate telecommunications opportunities
 7. Attract, retain, and invest in a quality City workforce
 8. Improve customer service
- **Public trust**
 1. Promote public relations and marketing efforts
 2. Ensure open, accessible public meetings
- **Develop the Lodi economy and fiscally sound City organization**
 1. Promote commercial and industrial economic base
 2. Provide a balanced budget and adhere to adopted budget policies
 3. Pursue efforts to be entrepreneurial

Ms. Keeter stated that the amended City Council goals and objectives would be brought back to Council at a forthcoming budget session.

Council Member Hansen announced that he would not be able to serve on the San Joaquin Partnership, as it meets on the same date as the Northern California Power Agency, on which he also serves.

D. COMMENTS BY THE PUBLIC ON NON-AGENDA ITEMS

None.

E. ADJOURNMENT

No action was taken by the City Council. The meeting was adjourned at 8:27 a.m.

ATTEST:

Susan J. Blackston
City Clerk

Mayor's & Council Member's Weekly Calendar

WEEK OF JANUARY 28, 2003

Tuesday, January 28, 2003

- 7:00 a.m. Shirtsleeve Session
1. Discussion regarding City Council goals and objectives
- 7:00 a.m. Special Closed Session Meeting
1. Mid-Management Employees
2. Prospective lease of City property located at 1215 East Thurman Street, Lodi (APN #049-250-13); the negotiating parties are Calpeak Power-Midway LLC and the City of Lodi; price and terms of the lease are under negotiation
- 5:30 p.m. Grocery Outlet, Ribbon Cutting and Grand Opening, 215 East Lodi Avenue, Lodi.
- 5:45 p.m. Annual Sister City Committee Membership Meeting, Carnegie Forum, Lodi.

Wednesday, January 29, 2003

Thursday, January 30, 2003

- Reminder **Hitchcock.** LCC Employee Relations Institute, Monterey, January 30 – 31, 2003.
- 5:00 p.m. 2 X 2 Meeting Lodi City Council and Lodi Unified School District, Large Conference Room ~ Carnegie Forum.
- 6:00 p.m. Central Valley Association of Realtors' "Stocktonian of the Year" Banquet honoring Phyllis Grupe, Elkhorn Golf and Country Club, Stockton.

Friday, January 31, 2003

Saturday, February 1, 2003

Sunday, February 2, 2003

Monday, February 3, 2003

Disclaimer: This calendar contains only information that was provided to the City Clerk's office

City of Lodi Goals & Objectives

The major goals of the City of Lodi are to ensure:

- **A high quality of life & safe environment**

1. Maintain City's sense of community
2. Provide for a balanced community
3. Provide resources to maintain City's infrastructure
4. Promote urban forestry
5. Encourage public art, cultural & recreational opportunities
6. Provide appropriate & sufficient City facilities
7. Pursue efforts to be entrepreneurial
8. Continue to use partnerships and alliances to advance City's objectives
9. Promote commercial & industrial economic base
10. Develop the Lodi economy (*currently a goal is this the same as #9*)
11. Evaluate telecommunications opportunities
12. *Provide paramedic services (New)*

- **An efficient, productive & fiscally sound City organization**

1. Develop short and long range operational plans
2. Develop effective records management program
3. Develop policies which provide timely & competent customer service
4. Implement information systems strategic plan
5. Provide employee training & education
6. Evaluate telecommunications Opportunities
7. Attract, retain and invest in a quality city work force (*new in 2000*)
8. Enhance access to information through technology (*currently a Goal*)
9. *Provide a balanced budget & adhere to adopted budget policies (New)*

- **Public trust (New)**

1. Promote public relations and marketing efforts
2. Improve customer service (*currently a Goal*)
3. *Ensure open, easily accessible, public meetings (New)*

MEMORANDUM

January 23, 2003

TO: City Council
FROM: Dixon Flynn, City Manager
SUBJECT: Goals and Objectives

In regard to the recommendations by Mayor Hitchcock regarding "goals and objectives", I would like you to also consider the following in your deliberations on Tuesday.

In 1995 when the City first adopted the budget format we are using to present our budget, I discussed with the City Council the importance of establishing a mission statement, goals and objectives, and tasks. Mayor Pennino was very supportive of this effort; however, at that time we were on a tight schedule and elected to focus on "major city projects".

At that time I did give a brief outline on establishing and evaluating goals. (see attachment #1). Having written my "Master's Thesis" on the importance of goals and objectives, I can assure you that there is a plethora of books and professional articles on developing goals, objectives and tasks which can help in this process.

What is most important is the amount of time and energy the City Council wants to put into this process. It can be as brief as one meeting or as lengthy as two to three months. However, if Council is planning to revise the current goals and objectives then the following criteria should be taken into consideration. These criteria are not presented in any order of importance.

SUITABLE

The goal must support the basic purpose of the City. It must move the City in the direction identified by the basic mission. A goal that makes no contribution to the mission is non-productive. One that conflicts with the mission is dangerous.

MEASURABLE OVER TIME

To the extent practicable, goals should state what is expected to happen followed by objectives that are concrete in terms of when. Only when objectives are expressed in concrete terms can they be reasonably measured.

FEASIBLE

Objectives should be possible to achieve. Objectives should not be unrealistic or impractical. The internal factors must be considered: financial, social, political, and technical aspects of the City.

ACCEPTABLE

Goals and objectives can be achieved if they are acceptable to people in the organization. A goal or objective that does not fit into the value system of the City staff is not likely to be pursued diligently. In addition, the City Council must be willing to incur the cost of implementing the goal and objective, i.e. funding, managerial time, staff time, and facilities in the implementation of the goal and objectives.

FLEXIBLE

It should be possible to modify goals and objectives in the event of unforeseen contingencies. However, the goals and objectives should not be wishy-washy but should rather be the basis upon which decisions are made. They should be firm enough to assure direction.

MOTIVATING

Goals and objectives that are out of reach or too easily achieved are not motivating. Objectives that are a little out of reach have motivating power.

UNDERSTANDABLE

Goals should be stated in as simple and as understandable words as possible. Failure to understand the goals and objectives is one of the major pitfalls in the implementation of this management strategy.

COMMITMENT

Once there is agreement about the goals and objectives of the City there should be a commitment to do what is necessary and reasonable to achieve them.

PEOPLE PARTICIPATION

The best results are achieved when those who are responsible for achieving objectives have some role in setting them. This becomes more important in larger organizations. When staff participates in setting the goals and objectives that they are to achieve, they are more likely to be motivated to accomplish them as opposed to staff who have little input.

LINKAGE

First, goals and objectives should be linked to the mission of the organization and then linked to each other as they step down from goals to objectives and then to specific tasks. Second, objectives in different departments should be examined to see that they are consistent with and meet the aggregate objectives of the City Council. Accordingly, goals and objectives that are "top management" dictated tend to lose sight of the many existing goals and objectives already included in City ordinances, the City's general plan, water/wastewater master plans, etc.

In theory goals and objectives should be set for every office in the City. However this can be difficult and easily becomes a “bean counter” exercise. The fewer the goals and objectives the more likely they are to occur. Typically, organizations do not have excess time to make dramatic changes in the manner or form in which business is conducted. Often a facilitator (non-biased third party) is hired to work first with staff and then with the Council to develop a mission statement, goals and objectives. This practice has the end result of teamwork with the ultimate “buy-in” of all parties.

Again, I would like to emphasize that to do this right, it is a very time consuming process. Accordingly, I would suggest that if the City Council is interested in establishing new goals and objectives, that:

- **we make this process a goal for the 2002-2004 Financial Plan and Budget,**
- **we hire a facilitator to work with staff and Council to establish the goals and objectives, and**
- **that we begin the process this Summer after the budget is adopted.**

If you have any questions, please give me a call.

2003-05 FINANCIAL PLAN AND BUDGET

MAJOR CITY GOALS

Background

As shown in this budget document, goals represent the highest level of a hierarchy of planning statements for the City of Lodi. This hierarchy is comprised of:

- Major City Goals
- Major City Objectives
- Major City Projects

Through the process of identifying and incorporating major City goals, objectives and projects into the 2003-2005 Financial Plan and Budget, and by continuing this process in future documents, the citizens of Lodi will understand:

- 1) Where the City intends to concentrate expenditure of available resources
- 2) Anticipated outcomes and benefits of this investment of resources

Goals establish a long term vision for the City of Lodi. They are characterized by the following properties:

- Goals establish policy direction and focal points for the efforts of City staff.
- They represent the desired accomplishments of the City organization.
- Goals are not expressed in terms of work that must be performed - but in terms of the desired state or condition of the City after work has been performed.

Since goals represent a desirable state or condition, they are not prone to radical change after the completion of a two year cycle, any more than the fundamental aspirations of the City are likely to change over a very short time frame.

City Council, the City Manager and Department Heads have established five major City goals:

1) Improve Customer Service

The City of Lodi is in the business of serving its community. Lodi city government operates in a marketplace that competes for business, shoppers, visitors, residents and users of our services.

In order to succeed, we understand all employees must provide exemplary service for external and internal customers.

2) Enhance Access to Information

In the continuing world of technological change, the City of Lodi must be aware of the position we hold. Part of our mission is providing information to a variety of customers. Enhancing access to information provides for an acknowledgment of that service and an efficiency in the operation.

2003-05 FINANCIAL PLAN AND BUDGET

MAJOR CITY GOALS

3) Ensure an Efficient and Productive City Organization

In response to the competitive nature of running the City, it is incumbent upon every member of the organization to investigate and implement policies which increase our productivity.

The City will look to be entrepreneurial where sound policy dictates. The City will continue to use new technologies in a cost-effective manner.

4) Enhance Quality of Life and Provide a Safe Environment for Citizens

Lodi's small town atmosphere and sense of community are assets that make this a special place. Terms like "Quality of Life" are implemented here through recreational and cultural opportunities.

Further, public safety is a basic element of Lodi's quality of life. The City will continue to use education, prevention and enforcement to enhance our citizens' sense of safety.

5) Develop the Lodi Economy

A successful community sustains itself by ensuring a balance in physical, economic and human development. Developing the Lodi economy recognizes there are many players responsible for making the community a success.

The City is committed to providing existing business with a beneficial atmosphere in which to operate. The City believes the same environment will attract new business. It is understood providing high-quality programs and service is based on the need for a strong economic base.

2003-05 FINANCIAL PLAN AND BUDGET

MAJOR CITY OBJECTIVES

Background

Objectives represent the next level of the hierarchy of planning statements for the City of Lodi. They are characterized by the following properties:

- * Objectives support one or more major City goals and begin to convert Council policy as expressed through goals into specific project activities.
- * Objectives more specifically describe the desired end result of various City programs.

City Council, the City Manager and Department Heads have established sixteen major City objectives:

1) Develop Short and Long Range Operational Plans

The City operates in an environment of constantly changing regulations and technology. This environment compels us to transform our operations in order to remain competitive.

Departments must develop plans appropriate for the changing circumstances in their industry. These plans will place the City in a position to provide the services citizens desire at prices they are willing to pay.

2) Promote Public Relations and Marketing Efforts

All existing assets, as well as new forms of service delivery and other planned features for the City, will not enhance our quality of life if the public is not educated. People must understand what the City has to offer if they are to recognize its value.

The City must convey sound information regarding its services to the public. We must promote a positive image to citizens, as well as visitors and business owners outside Lodi, in order to attract them to our community.

3) Implement Information Systems Strategic Plan

Computer based information technology is a fundamental part of the City's administrative infrastructure. It must be planned and managed with the same care and attention as roads, buildings or staff.

Implementation of the Information Systems Strategic Plan will provide resources needed for progress on many City objectives.

4) Pursue Efforts to be Entrepreneurial

This objective addresses providing needed services in a business-like fashion. As the face of local government continues to change, the City should think of itself as a service organization first and a government second. The role of competition and choice of service should be considered whenever City programs are reviewed.